



**THOMAS L. GARTHWAITE, M.D.**  
Director and Chief Medical Officer

**FRED LEAF**  
Chief Operating Officer

COUNTY OF LOS ANGELES  
DEPARTMENT OF HEALTH SERVICES  
313 N. Figueroa, Los Angeles, CA 90012  
(213) 240-8101

BOARD OF SUPERVISORS

**Gloria Molina**  
First District

**Yvonne Brathwaite Burke**  
Second District

**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

February 18, 2005

TO: Each Supervisor

FROM: Thomas L. Garthwaite, M.D.  
Director and Chief Medical Officer

**SUBJECT: PROGRESS REPORT ON PHYSICIAN MANAGEMENT, PERFORMANCE EVALUATIONS, WORKLOAD REPORTS AND PEER REVIEW**

This is a monthly status report pursuant to Supervisor Antonovich's motion of December 7, 2004 requesting updates on activities related to physician evaluation, oversight and management.

Since the January update, the following progress has been made:

Performance Evaluations

The Department of Health Services (DHS) revised the Performance Evaluation policy to require annual performance evaluations for all physicians. Prior to this revision, the physicians received an evaluation every two years.

Physician Workload

DHS continues its efforts to implement an automated process to map workload into clinical measures that reflect the amount and intensity of physician services.

The future DHS automated approach will include:

- Transmitting and aggregating all important clinical transactions (outpatient visits, inpatient admissions, etc.) daily
- Applying department-wide business rules to ensure we compare data appropriately

- Calculating Relative Value Units (RVUs), a nationally accepted standard for physician worktime or complexity
- Benchmarking across facilities

Work plans with appropriate milestones are under development for each of these program steps.

#### Peer Review

The Department has completed on-site independent evaluation of each facilities' peer review, credentialing, and potential quality issue review processes. These reviews have focused specifically on quality of file contents, completeness of documentation and timely completion for all identified issues. Evaluation of facility-specific and system-wide issues will be completed by the end of February 2005. A report of this system-wide assessment with accompanying action plan will be completed by the end of March.

The Department is continuing its evaluation of the University Healthcare Consortium's clinical database program which allows comparison of facility and physician outcomes against national data sets from academic medical centers. Currently evaluation continues to focus on issues of data extraction and validation prior to developing an implementation plan.

#### Physician Management, Monitoring and Evaluation

The Affiliation Agreement compliance program development continues and is on track for implementation within 60 days. The compliance program will provide comprehensive and timely tracking of all contract reporting requirements. The USC negotiations are progressing and will result in better articulated, more measurable, contract monitoring activities. The UCLA negotiations will begin this month.

Please let me know if you have any questions.

TLG:bc  
412:007

c: Chief Administrative Officer  
County Counsel  
Executive Officer, Board of Supervisors